

Economic Development Element

City of Mission Viejo

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INTRODUCTION TO THE ECONOMIC DEVELOPMENT ELEMENT

The Economic Development Element of the General Plan sets future direction for economic development planning and program efforts. This element is characterized under State planning law as an optional element. This element is a comprehensive update to the City's first Economic Development Element adopted on October 8, 1990.

PURPOSE OF THE ECONOMIC DEVELOPMENT ELEMENT

The purpose of the Economic Development Element is to maintain and enhance the economic character of the community while providing for a stable annual budget. The element establishes a consistent set of policies which provide general direction on how the community can form resources to retain local businesses, attract new businesses, support the tax base, and sustain the ability to provide public services for existing and future residents. The element serves a vital need by relating community land use and other quality of life objectives with goals and policies directed to the improvement and strengthening of the local economy.

SCOPE AND CONTENT OF THE ECONOMIC DEVELOPMENT ELEMENT

The Economic Development Element consists of economic and fiscal goals and policies for the City. The structure of the City's economy plays an important role in the physical development of a planning area and the stability of a local tax base. The Economic Development Element is intended as a dynamic component of the General Plan. The element is directed at a wide range of economic issues that will not all need to be dealt with simultaneously, but at various stages of the community's evolution and even on a repetitive basis. Therefore, the economic goals and policies are of such general nature as to encompass the directed scope of specific program efforts described in the Economic Development Strategy Plan whenever and as often as they must be undertaken. Finally, it should be noted that many the research data projections and policies cited in the Economic Development Element are based on an Economic Development Strategy Report dated November 2000 prepared by Economic Research Associates.

COMMUNITY ECONOMIC OVERVIEW

This section of the Economic Development Element provides background discussion that will help guide the formulation of the City's goals and policies. Included in this examination are historical perspectives of the local economy, current economic trends, projected economic trends, and employment characteristics and demographics.

HISTORICAL PERSPECTIVE OF THE LOCAL ECONOMY

In 1990, the City's population was 72,820 persons and the community was approximately 75% built-out. Quality housing, commercial, office and industrial projects constructed at that time generated a fiscally viable tax base that benefited the City's ability to provide community resources. Mission Viejo had a relative shortage of local employment opportunities despite the City's proximate location within the employment rich area of South Orange County. A disproportionately low level of local employment opportunities contributed to long employment commutes endured by a majority of the resident workers. In 1990, the retail environment in Mission Viejo was characterized by a strategically located regional mall, commercial community centers, and over 30 neighborhood and convenience centers, as well as numerous freestanding retail facilities offering a wide range of goods and services. There were also many vacant and underutilized properties with excellent freeway visibility and development potential in the City. The City was well represented in terms of small shops and businesses with the greatest opportunity for retail development among anchor-related retail sectors including general merchandise, home improvement, and food stores. Despite a high level of retail representation, the City achieved less than 75.0 percent of the taxable retail sales potential consistent with the community's population base. Reasons for retail sales performance below levels consistent with Citywide expenditure potential include underutilized commercial properties along the I-5 Corridor, undersized anchor space in strategic neighborhood centers, tactical location of competitive facilities outside City boundaries, and under representation of certain retail goods or product strata.

Mission Viejo sustained extraordinary growth in the 1990's despite the protracted real estate recession and County of Orange bankruptcy of the early and mid 1990's. Census 2000 identifies a population of 93,102 persons which represents a 27.8 % increase in population since 1990. Major developments since 1990 include

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renovation and expansion of the Shops at Mission Viejo Mall, Kaleidoscope retail/entertainment center, Mission Viejo Freeway Center, Home Depot, four new auto dealerships, expansion of Mission Hospital Regional Medical Center, build-out of Saddleback Technology Park, near build-out of High Park Business Center, Mission Ridge office complex, and the Mission Viejo Library.

CURRENT ECONOMIC CONDITIONS

In 2000, the South Orange County market area contained 11 percent of total Orange County office inventory. During 1999, approximately 433,000 square feet of new net rentable floor space was added to the market area. Vacancy rose from 5.5 percent in late 1997 to 8.5 percent in late 1999. Construction under way in mid 2000 was expected to add 1,540,000 square feet of new office floor area. During the period from 1994-1999, the total net addition to floor space was approximately 407,000 square feet. This amount included the construction of 232,000 square feet of new floor space in Mission Viejo at the Legacy Partners Mission Ridge project adjacent to the I-5 Freeway. This suggests that some office floor space fell out of inventory. No new office space was constructed in the sub-market area for about four years. The sudden significant run-up in asking rents spurred new construction that was expected to add about 1.5 million square feet to the inventory. In 2001, the office market has slowed considerably due to changing market conditions.

The South Orange County marketplace holds roughly 12 percent of Orange County industrial floor space inventory. An estimated 3.47 million square feet of floor space was added in the sub-market during 1998, followed by nearly 9 million more in 1999. Also, roughly 0.76 million square feet of new floor space was under construction. Vacancy rates increased to 16 percent as additional floor area built in 1999 was added to the market. During the period from 1994-1999, total net additions to floor space had been about 11.8 million square feet, or a 63 percent cumulative increase since early 1994. Asking rents increased after late 1995. Huge additions to inventory now being delivered may result in both capture of tenants from elsewhere and a slowdown in planned new construction. In mid 2000, the South Orange County market had a 12 percent vacancy rate as compared to a 10 percent countywide rate.

Of interest is the 1999 Retail Sales Analysis Report for Orange County Cities prepared by Ultra-Research, Inc. dated December 28, 2000. The report is published every year and reports on prior year data. The report discusses 1999 taxable sales and individual Orange County city 1999 Taxable Sales Analysis. Particular focus is placed in the report on estimating the potential retail sales leakage (sales tax leakage) or a total taxable retail sales basis and specifically, on the basis type of

retail store. In this context, “retail sales leakage” is defined as the difference between the total county experience, on a per capita basis, for a particular taxable retail sales category. According to the report, the taxable retail sales leakage for Mission Viejo has decreased slightly over the previous year (1998), probably as a result of increased sales at The Shops at Mission Viejo mall due to the renovation and expansion. The City of Mission Viejo has a sales tax leakage of 28% (for comparison, in 1990, the City’s sales tax leakage was 39%). The City was specifically light in the areas of auto dealers and suppliers, eating and drinking establishments, and home furnishings and appliances.

PROJECTED ECONOMIC CONDITIONS

The strengths of contemporary economic activities in Mission Viejo are due largely to the proactive initiatives that City management and elected leadership have taken together with the business community during the past decade. Simultaneously, however, market forces and technological developments challenge many of the assumptions that things will remain the same. Big corporations no longer generate job growth at the same scale that smaller firms are doing. Nontraditional job locations are more prevalent. Economic development wealth is no longer solely the capture of retail and taxable sales volumes, although it is key to municipal revenues. The value of residents’ income is what sustains the higher quality, higher value communities. Hosting and partnership in growth of the small, locally-based, high-growth firms appear to yield much greater contemporary results in terms of opportunities for employment and in the creation of clusters of similar type firms in the same environments. The creation of “intellectual property” has become a leading component of wealth in fields such as design, music, literature, and consulting services. The electronic transfer of intellectual property is now one of the evolving imperatives for business growth and change.

Mission Viejo is near build-out and it’s quite possible that the City has arrived at a point where it meets the demands of the contemporary market. The City will need to attract significant additional sales volumes from discretionary expenditures by newly arriving residents in the City, in the “eastern areas” such as Ladera, and elsewhere in South Orange County. The growth in taxable retail sales has steadily increased since 1990 and should continue to increase due to the recent expansion of the Shops at Mission Viejo Mall. Also of note are the changes in average annual sales growth for the period between 1990-1997. The strongest performance has been created by the sale of building materials and home improvement goods, as well as in the specialty retail types which are collected in the “other” retail sales categories. During the same time frame, however, home furnishings and appliance sales, and apparel sales (by apparel stores) have fallen.

All of this contemporary, trend line information, which generally defines very positive retail business volumes and sales captures by Mission Viejo from its residents and from surrounding regional residents, is in the process of being challenged by oncoming retail distribution changes. In the early 1990's internet retail sales did not exist. In 2000, internet retailing gained at least 4 percent of retail sales. When combined with catalog/TV sales, the amount is approaching 10 percent and will grow. Much of the internet retailing growth lies in the discretionary purchase of entertainment goods including books, music, video, and the onset of the ability to download such products directly via electronic communications. This movement directly competes with the simultaneous rise of urban entertainment centers that feature retail goods and services that are entertainment driven.

Mission Viejo contains nearly 20% of all office space in South Orange County. While the office market is slow, it is likely that more people will work at home which could affect future office development and growth.

Recent growth from vehicle volumes on the three primary freeways and tollways (I-5, San Joaquin Hills Transportation Corridor, and the Foothill Transportation Corridor) in and adjacent to Mission Viejo is expected to increase as South Orange County continues its fast pace of development. Continued growth is also expected to occur in new planned communities such as Ladera situated easterly of the City. Other growth factors which could affect the City's projected economic conditions include the future Laguna Niguel/Mission Viejo commuter rail station, fiber optic network, and telecommuting facility at the Mission Viejo Library. A probable future for Mission Viejo is the capture of market business volumes due to transportation and rail improvements in the area and the growth of new communities easterly of the City.

A review of the rough scale of firms in the City by average number of employees presents a surprising view. Given that more than 75 percent of contemporary job growth comes from smaller firms, it is important to note that a very large number of the nearly 3,000 firms in Mission Viejo have modest numbers of employees. Thus, it is important to continue to underline the importance of a "business friendly" series of policies which will invite and sustain the founding and growth of small firms.

The jobs that will come from South Orange County growth, which will be located in Mission Viejo, can be expected from the construction trades and construction technologies, from the growth of education, and in the utility services sectors. Additionally, higher value manufacturing and the design and delivery of goods and services will play strong roles in job development in the City and its immediate environs. It's anticipated that the vast scale of recent industrial floor space growth

really means that large floor areas in South Orange County are likely to be occupied by office park type tenants. Highly flexible buildings built elsewhere in Orange County in the past five years, demonstrate this phenomenon. While much has previously been written about the clustering of new technologies, the dependability of electronic communications strongly suggests that new technology companies need not be intensively clustered but, in fact, may create their own new and oncoming clusters in peripheral locations such as are developing in the South Orange County.

EMPLOYMENT CHARACTERISTICS AND DEMOGRAPHICS

Mission Viejo has sustained extraordinary growth during the 1990's. For the period between 1990 and 2000, the City added 20,282 residents, or roughly a 28 percent increase. Approximately 6,615 of these residents were added through annexation of the Aegean Hills community in 1992. The median age has moved up by nearly 5.2 years to 37.5. Personal income growth, stagnant or declining in the early 1990's, has rebounded. Mission Viejo enjoys strong median household and median family incomes. The number of employed residents has grown by more than 11,000 persons, or roughly 28 percent, in the period 1990-1998. As of March 2001, the California Employment Development Department projected a labor force for Mission Viejo of 46,240 persons of which 45,580 persons were employed and 660 persons were unemployed; this equates to an unemployment rate of 1.4 percent. Seventy-eight percent of employed Mission Viejo residents hold white-collar jobs. Nearly 19 percent of employed residents are engaged in manufacturing, 15 percent are involved in retail trade jobs, and one third of the employed residents perform professional and other types of services. The educational attainment of the work force in 1998 demonstrates a strong 50 percent of the resident employees having some form of college degree. When all persons with college education are considered, the number rises to 77 percent.

The housing lifestyle in Mission Viejo has continued to be nearly 80 percent owner occupancy. Indications are that this choice will continue so long as the real estate product is available. Seventy five percent of all existing housing units are single-family detached homes.

The enormously rapid growth of Orange County has brought renewed vigor in the office and industrial space markets. By the end of 1999, roughly 6 million square feet of rentable office space was in inventory in South Orange County. This can be compared to 30.5 million square feet of industrial, warehousing, and research and development floor space. In the retail sector, larger property owners have been repositioning regional malls to become newly energized, super-regional malls

including significant commitments to urban entertainment floor spaces. The super-regional malls all tend to be moving toward high-end retail goods and are also emphasizing increased "lifestyle" discretionary goods and services and significant entertainment and dining.

The recovery from the real estate recession was rapid in South Orange County until 2001. There were rapid increases in asking rents for office space and an extraordinary amount of new floor space being added by construction for industrial usage. Approximately 407,000 square feet of net additional floor space was added to office inventories during the period 1994-1999, while there was a 63 percent cumulative increase in industrial floor space since early 1994. Very recent evidence suggests that industrial floor spaces will be positioned more competitively in the marketplace in order to secure tenants. In 2001, the market has slowed considerably due to changing market conditions.

ECONOMIC ISSUES FACING THE COMMUNITY

The economic and fiscal environment characterizing Mission Viejo can be generally described by the following issues.

LAND USE CONSIDERATIONS

a) Land Use Inventory and Analysis

The City of Mission Viejo will be built-out in 2002. As cities mature, it's expected that properties will recycle to similar or different land uses over time.

The Mission Viejo Land Use Element provides for 17 land use categories or designations. Four of these designations are established for residential development, ranging from low density single-family to high density multiple-family development. Four commercial designations, one office, one industrial and a community facility category are included. Additionally, a special intensive overlay designation is provided to allow the most intensive development in the City for the commercial/office/community facility core in the Crown Valley Parkway/I-5 area. Generally, the borders of the Commercial Intensive Overlay Area include the Southern California Edison Easement (which crosses Crown Valley Parkway) to the north, Marguerite Parkway to the south, Medical Center Road to the east, and the Interstate 5 Freeway to the west. Three mixed use districts are established to offer some flexibility in providing complimentary commercial, office, residential, and community facility uses. Parkland and open space areas are combined under the recreation/open space designation. Major transportation facilities are included in a single transportation corridor category. The maximum allowable development intensity on individual parcels of land for commercial, office, and industrial properties ranges in floor area ratio (FAR) from .25:1 to 1.7:1. The overall intensity of development within the City of Mission Viejo is low, although certain commercial areas, like those along Crown Valley Parkway are of medium intensity. For various reasons, not every parcel in the City has in the past, nor will it in the future, develop to the maximum allowed intensity. The assumed overall development intensity for commercial, office, and industrial properties ranges in FAR from .25:1 to .50:1. As the City continues to grow, the City will promote an economic development strategy that maintains the existing distribution of land uses within the City, while encouraging non-residential activities that will provide revenue for the City and employment opportunities for existing and future residents.

b) Infrastructure

By 1999, a significant portion of the built housing inventory had come of age. Approximately 38 percent of the existing housing inventory is between 20 and 30 years old. It is estimated that 30 percent of the public infrastructure is now more than 30 years old, having been built before 1970. Cumulatively, it is believed that roughly 65 percent of all public infrastructure is now more than 20 years old, having been built before 1980. Indicators of public infrastructure age can be seen from the dates key educational and economic activity centers opened in the City. In other words, the City of Mission Viejo is approaching a time when it will need to identify and sequester larger amounts of public capital for the repair and replacement of the public infrastructure.

The City has been fortunate in the past to be able to fund the City's street improvement needs with gas tax, Measure M, and other outside funding. However, the Measure M program has a limited life. It is scheduled to expire in 2011.

The City is well known for its master planning and development of public, quasi-public, and private recreation and community facilities and activities serving the residents of the City. These community facilities include recreation and community centers, athletic fields and parks, golf courses, riding and hiking trails, regional bike paths, lakes and reservoirs, churches, hospitals, schools, and government and library facilities. Some of these facilities are over 30 years old. The City will continue to plan for the recreation and community service needs of the community. Over time, these facilities will require reinvestment and rehabilitation to meet the future needs of residents.

The capacity of existing and planned infrastructure needs for water, sewer, telephone, and cable television has been planned to accommodate future growth. However, the City will need to focus its attention on water quality management and monitor electricity. The City will be taking a proactive approach with neighboring cities and the county to address the regional problem of urban runoff and drainage. Additionally, the energy crisis facing the State in early and mid 2001 appears to be waning. The City relies on the financial stability of the two electric utilities serving the City (SCE and SDG&E) not only to provide adequate power for its own needs and those of local homes and businesses, but also as a component of its annual budget review. In calendar 2001, franchise fee revenues paid to the City by the two electric companies serving Mission Viejo total about \$550,000 annually. It is hoped that the State will address long term pricing and supply issues to avoid the negative effects that either a prolonged electricity problem or the fear of a recurrence of such a problem could have on the State's ability to retain and attract major businesses and industry.

The first significant feature of the first finding concerns the issue of age. Approximately 50 percent of the sample, including approximately 20 percent of the total, was aged 55 years or older. It is interesting to note that the age distribution of the sample is very similar to the age distribution of the population of the United States. This finding is significant because it suggests that the sample is representative of the population. The second significant feature of the first finding concerns the issue of education. Approximately 50 percent of the sample, including approximately 20 percent of the total, had a high school diploma or less. This finding is significant because it suggests that the sample is representative of the population.

The third significant feature of the first finding concerns the issue of income. Approximately 50 percent of the sample, including approximately 20 percent of the total, had an annual income of less than \$10,000. This finding is significant because it suggests that the sample is representative of the population.

The fourth significant feature of the first finding concerns the issue of occupation. Approximately 50 percent of the sample, including approximately 20 percent of the total, had an occupation in the service sector. This finding is significant because it suggests that the sample is representative of the population. The fifth significant feature of the first finding concerns the issue of marital status. Approximately 50 percent of the sample, including approximately 20 percent of the total, were married. This finding is significant because it suggests that the sample is representative of the population.

The sixth significant feature of the first finding concerns the issue of health status. Approximately 50 percent of the sample, including approximately 20 percent of the total, reported good health. This finding is significant because it suggests that the sample is representative of the population. The seventh significant feature of the first finding concerns the issue of housing status. Approximately 50 percent of the sample, including approximately 20 percent of the total, owned their home. This finding is significant because it suggests that the sample is representative of the population. The eighth significant feature of the first finding concerns the issue of transportation status. Approximately 50 percent of the sample, including approximately 20 percent of the total, had access to a car. This finding is significant because it suggests that the sample is representative of the population. The ninth significant feature of the first finding concerns the issue of employment status. Approximately 50 percent of the sample, including approximately 20 percent of the total, were employed. This finding is significant because it suggests that the sample is representative of the population. The tenth significant feature of the first finding concerns the issue of social status. Approximately 50 percent of the sample, including approximately 20 percent of the total, had a high social status. This finding is significant because it suggests that the sample is representative of the population.

FINANCING AND FISCAL CONSIDERATIONS

a) Financial Policies

The City prepares an update to its long-range Master Financial Plan (MFP) every two years. The MFP consists of a trend analysis section (which includes analysis of past trends and comparisons with other comparable cities) and a seven year financial plan (which projects revenues, operating expenditures, capital projects and reserve requirements for the General Fund). The plan update serves as the starting point for development of the following two year budget.

In July 1992, the City Council adopted a set of Management and Budget Policies to guide the City's financial administration and to provide continuity for the City's future through changes in City Council and/or city staff. These policies are amended from time to time and include policies related to revenue, reserves, cash management, capital and debt management, operating budget, employee compensation, capital improvement program, and long range financial planning.

The City's Department of Administrative Services prepares a Comprehensive Annual Financial Report (CAFR) for each fiscal year. The CAFR reviews financial and statistical information about the City including current and projected economic conditions and trends, major accomplishments and initiatives, and comparable statistical data for expenditures, revenues, taxes, and debt.

In December 1996, the City of Mission Viejo's budget was changed from an annual to a two-year basis. Within the biennial budget cycle are two distinct fiscal years, each of which begins on July 1 and ends on June 30. Funds for these fiscal years are appropriated one year at a time. The budget is the City's main financial plan that identifies revenues and expenditures for the specific types and levels of services to be provided during a specified period of time. The budget serves to present a clear picture of the types and costs of services the City provides to the public and provides City management staff with a financial and operating plan that conforms to the City's accounting system.

Funding for the City's budget comes from several different sources. The General Fund is the primary operating fund. It provides for such basic government services as police protection, street and park maintenance, and planning and building services. The principal revenue sources for the General Fund are property taxes and the City's share of State sales tax. Another fund group is Special Revenue Funds, which represent revenues legally restricted for expenditures for specific purposes, such as gas taxes, which are restricted to street-related costs. The City also utilizes Enterprise Funds, to account for services financed in large part by user charges and

ORIGINAL ARTICLES

The following is a summary of the findings of the study. The study was conducted in a hospital setting and involved a group of patients who were admitted to the hospital for a variety of reasons. The study was designed to evaluate the effectiveness of a new treatment method. The results of the study showed that the new treatment method was effective in treating the patients. The study was conducted over a period of six months. The results of the study were as follows:

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for which income measurement is important. The City accounts for its animal services program in this fashion.

The expenditures within the budget are divided into two groups: the Operating Budget, representing the costs to deliver basic municipal services; and the Capital Improvement Program (CIP) Budget, for the acquisition, expansion, or rehabilitation of Mission Viejo's physical assets. Operating Budget expenditures are organized by program (i.e. expenditures are clustered to show the cost of the service being provided, not strictly by organizational units). Each program budget is in turn further broken down into one or more of the following expenditure categories: personnel services, operations, capital outlay, debt service, and operating transfers. Personnel Services reflects the costs of staff salaries, overtime, medical benefits, and retirement. Operations include the costs of service contracts, consultants, office supplies, small equipment, dues, travel, and training. Capital Outlay consists of the costs of office furnishings, equipment, vehicles, and improvements. The Capital Improvement Program Budget represents an assessment of the near-term infrastructure and other capital improvement needs of the community. The CIP budget is made up of several different projects, examples of which include sidewalk repairs, rehabilitation of arterial highways, and structural modifications to City facilities. Longer-range CIP needs are addressed in the City's Master Financial Plan.

In response to the Orange County bankruptcy in 1994, the City Council formed an Investment Advisory Commission. The Investment Advisory Commission oversees the implementation of the City's and the Community Development Agency's investment programs, assuring the consistency of these programs with the investment policies of both agencies and recommending changes to the investment policies for consideration by the City Council and the Agency Board.

b) Mission Viejo Community Development Agency

In 1991, the City of Mission Viejo created a Community Development Agency in accordance with California Community Redevelopment Law, Health and Safety Code Section 33000, et. seq. On July 13, 1992, the City Council adopted Ordinance No. 92-86, adopting a Community Development Plan for the Mission Viejo Community Development Project Area located in the southern end of the City. The Community Development Project Area encompasses approximately 1,000 acres of commercial, industrial, residential and public uses. The boundaries of the Area include properties between Cabot Road and the OCTA Metrolink Railroad right-of-way on the west and Interstate 5 Freeway on the east, south of La Paz Road; properties along Puerta Real, Las Ramblas, and La Alameda; and all nonresidential properties in the City from Southern California Edison easement to the southern City boundary.

The Community Development Plan is designed to correct public infrastructure and facility deficiencies, and improve the traffic circulation system to accommodate current community requirements and future economic development. The Plan does not initiate any changes in land uses nor does it directly implement any specific development proposals. The Plan is intended to be implemented over a 40 year period.

The City has used redevelopment techniques to partner with private developers and property holders to achieve the new construction or expansion and modernization of more than 1.6 million square feet of retail space in Mission Viejo. This includes the 215,000 square foot Kaleidoscope retail/entertainment center, the 290,000 square foot Mission Viejo Freeway Center, and the current modernizing and expanding of The Shops at Mission Viejo Mall at more than 1,090,521 square feet. Owner participation agreements have also been made with Comp USA, Best Buy, Lexus, Infiniti, and Saab. Other rehabilitation or financial assistance may be made in future years to assist local businesses.

The Community Development Agency's Five Year Implementation Plan (2000-2004) identifies proposed non-housing and housing programs to meet the Agency's goals and objectives, including without limitation undertaking additional projects cited in the Community Development Plan, to eliminate blight in the community. Non-housing programs include: 1) improvements to the Crown Valley Parkway Interchange with the Interstate 5 Freeway; 2) reconfiguring the intersection of Crown Valley Parkway at Marguerite Parkway; 3) completing the construction of a bridge over the OCTA Metrolink railroad tracks thereby providing a connection between Camino Capistrano and Cabot Road; 4) construction of the Laguna Niguel/Mission Viejo commuter rail station at the end of Forbes Road in the City of Laguna Niguel; 5) widening of Crown Valley Parkway to eight lanes between Puerta Real and Jardines; and 6) assisting businesses as required for business expansion or development in the Project Area via commercial rehabilitation and owner participation agreements. Housing programs include: 1) implementation of a Housing Rehabilitation Program to maintain the quality of housing in neighborhoods for low and very low income households by providing deferred loans and/or grants for housing rehabilitation to owner occupants; 2) an affordable housing outreach program to meet the City's regional housing need allocation (RHNA) for all income groups with specific focus on low and very low income families and individuals; 3) a Mortgage Credit Certificate Program to assist first time home buyers by obtaining a federal tax credit of 15% of the interest paid on the mortgage to buy a home; 4) a Shared Equity Program to help provide home ownership opportunities to low and moderate income households through the creation of equity partnerships; 5) a Development Fee Reduction Program to provide funding to reduce development fees for the development of affordable and

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senior housing; 6) a Preservation of At-Risk Housing Units Program to promote the preservation and retention of affordable housing by allowing the purchase of federally assisted housing units by housing organizations who will continue to rent the housing to very low, low, and moderate income persons; 7) rental subsidies that the Agency will seek to obtain from the Orange County Housing Authority for additional section 8 certificates or vouchers affected by the conversion of affordable units to market rate; 8) encouraging the owners of recently developed apartment complexes to finance or refinance the property/project with Multi-family Housing Revenue Bonds; and 9) work with potential housing developers (both profit and non-profit developers) to construct new affordable housing.

c) Fee Studies

The City conducts comprehensive fee studies to identify the relative amount of recovery for the services provided as compared with other jurisdictions. There continues to be no negative impact on the City's finances as a result of Proposition 218, approved by the voters of California in November 1996 (in general, the intent of Proposition 218 is to ensure that all taxes and most charges on property owners are subject to voter approval). Mission Viejo residents confirmed all general taxes at the time of the City's incorporation in 1988. The one City assessment district (Community Facilities District No. 92-1) is for flood control facilities for which bonds were issued; it is therefore exempt from the provisions of the measure. The City currently levies no property-based fees affected by the measure. There has not been a need to increase any general taxes, nor establish any new general taxes, property-based fees or assessments since the measure passed.

The City of Mission Viejo has been ranked a "top spot" in California for being known as a business friendly city with a low cost of doing business. The City does not have a business license tax or a utility user tax. These facts were noted in the 1998, 1999, 2000, and 2001 Kosmont Cost of Doing Business Survey reports.

d) General Fund Revenue Sources

The following is an exploration of City revenue sources as identified in the 2001-2003 Adopted Budget. The total estimated revenues for all City funds combined in the 2001-2003 Adopted Budget is \$92.8 million, and the appropriation budget (operating and capital budget combined) is \$88.2 million.

Property Taxes

Property Tax revenue for Fiscal Year (FY) 2001-2002 is estimated at \$10,920,000,

a 5% increase from the prior year budget. Assessed values have continued to grow and will trail any economic downturn. Property tax represents 31.5% of total general fund revenues in FY 2001-2002. An increase of 5% is projected for FY 2002-2003 yielding \$11,466,000 in property tax revenue projections.

In accordance with State law, property is assessed at actual full cash value and the maximum tax is 1% of the assessed valuation. Increases in assessed valuation are limited to 2% per year unless there is a change in property ownership or major improvements. In FY 1992-1993 and 1993-1994, the State of California permanently shifted property tax revenues from local agencies to an Educational Revenue Augmentation Fund. The loss to the City of Mission Viejo in 1992-1993 was approximately \$1 million, and the City continues to lose that amount to the State, plus the growth on that amount, each year.

Property Transfer Tax

The California Government Code authorizes the County of Orange to impose a transfer tax on real property sold at the rate of \$1.10 per \$1,000. These taxes are evenly allocated between the county and the city in which the sale occurs. This revenue source is expected to climb to \$485,700 in FY 2001-2002, representing an increase of 4% from FY 2000-2001 budgeted levels. A 4% increase to \$505,100 is expected in FY 2002-2003 as well. As the economy cools down, real estate activity is expected to slow down but maintain a slight level of growth.

Sales and Use Taxes

The retail sales and use tax is collected by the State Board of Equalization. The City receives 1% of the total based on sales within its jurisdiction; .25% is allocated to the County of Orange, .50% is allocated to the Orange County Transportation Authority (OCTA) and the remainder is retained by the State. Due to positive economic conditions in prior years, the State temporarily reduced the sales tax by $\frac{1}{4}$ %, from $7\frac{3}{4}$ % to $7\frac{1}{2}$ % in Orange County effective January 1, 2001, but this just reduced the State's share of this revenue source. This action did not affect the City's allocation. Sales tax revenue for FY 2001-2002 is estimated at \$12,219,754, a 5% increase over the prior year budget. Sales tax revenue is expected to increase by 6%, to \$12,984,320 for FY 2002-2003. This growth includes two new auto dealerships that opened during spring 2001, the expansion of a third existing auto dealership, and the final phase of the Shops at Mission Viejo being completed by calendar 2003.

The City and the Mission Viejo Community Development Agency have formed the Mission Viejo Community Development Financing Authority, a joint exercise of powers authority, for the purpose of issuing bonds to fund certain public

1. The purpose of this report is to provide a summary of the results of the research conducted by the research team on the topic of the impact of the COVID-19 pandemic on the mental health of the general population. The research was conducted using a mixed-methods approach, combining quantitative and qualitative data.

2. The research was conducted using a mixed-methods approach, combining quantitative and qualitative data. The quantitative data was collected through a survey of 1,000 participants, while the qualitative data was collected through interviews with 20 participants. The survey results showed that 75% of participants reported an increase in stress levels since the onset of the pandemic, and 60% reported an increase in anxiety levels. The interviews provided further insight into the experiences of participants, with many reporting feelings of isolation and uncertainty about the future.

3. Research Findings

3.1. The findings of the research indicate that the COVID-19 pandemic has had a significant impact on the mental health of the general population. The research found that 75% of participants reported an increase in stress levels since the onset of the pandemic, and 60% reported an increase in anxiety levels. The interviews provided further insight into the experiences of participants, with many reporting feelings of isolation and uncertainty about the future.

4. Discussion

4.1. The research findings suggest that the COVID-19 pandemic has had a significant impact on the mental health of the general population. The research found that 75% of participants reported an increase in stress levels since the onset of the pandemic, and 60% reported an increase in anxiety levels. The interviews provided further insight into the experiences of participants, with many reporting feelings of isolation and uncertainty about the future. These findings are consistent with previous research on the impact of the pandemic on mental health, and highlight the need for further research and support for the general population.

4.2. The research findings also suggest that the COVID-19 pandemic has had a significant impact on the mental health of the general population. The research found that 75% of participants reported an increase in stress levels since the onset of the pandemic, and 60% reported an increase in anxiety levels. The interviews provided further insight into the experiences of participants, with many reporting feelings of isolation and uncertainty about the future.

improvements at the Shops at Mission Viejo. Debt service on the bonds will be partially paid from available mall sales tax revenue which is defined as an amount limited to 50% of annual sales tax revenue generated by the renovated mall subject to the City receiving at least \$1.5 million plus inflationary growth on that amount. The sales tax from the Shops to be devoted to debt service is not included in the above amounts, but rather in the separate Mission Viejo Mall Parking Lease Fund.

Transient Occupancy Tax

The City of Mission Viejo Municipal Code authorizes the City to levy a tax for the privilege of occupying hotel rooms and lodgings on a transient basis. This rate has been set at 8% since the City's incorporation and is estimated to generate \$380,000 during fiscal year 2001-2002, an increase of 40% over the prior year budget. For FY 2002-2003, no change is anticipated in this revenue source. The substantial increase in FY 2001-2002 is due to a full year of operations of a 118-room hotel that opened in 2000. Once that hotel is fully operational, revenues are expected to be constant with only occasional minor changes.

Franchise Taxes

Franchise Taxes are imposed by the City on gas, electric, cable television and garbage companies for the privilege of using City streets. Each company is assessed between 1 and 5 percent of gross receipts. This revenue source is estimated to generate a total of \$2,021,800 for the city during FY 2001-2002, a 3% increase from the prior fiscal year. This increase is primarily attributable to cable television franchise taxes due to the steady rise in the number of users as new housing developments are completed and the growing number of services offered by the cable company. A 3% increase is projected for the FY 2002-2003 for a revenue estimate of \$2,089,100.

Electric utility franchise revenue represents about 25% of total franchise taxes. That revenue is received primarily from Southern California Edison and to a lesser degree, San Diego Gas & Electric. The fate of those two utilities hinges on the resolution of the energy crisis and the decisions by the Governor and State Legislature, so it is difficult to assess to what degree, if any, franchise payments may be affected.

Licenses and Permits

The California Government Code and the State Constitution give cities the authority to assess certain license and permit fees as a means of recovering the cost of regulating various activities. Examples of these activities include building permits, several kinds of construction permits, and engineering permits for grading

and inspection services. Anticipated revenue for FY 2001-2002 is budgeted at \$756,850, a 39% decrease from the prior year. Revenues from this source are expected to remain constant during FY 2002-2003. The decrease is entirely in private property development permits, which makes up 65% of this category. Public property encroachment permits, which account for 33% of this category are actually projected to increase by 14%. Revenues generated from private property development were expected to decline as the City reaches build-out of its planned community in 2002.

Intergovernmental – State Subventions

The California Revenue and Taxation Code exempts motor vehicles and a portion of homeowner-occupied dwellings from local property taxation. The Code then requires the State to reimburse cities for tax losses due to these exemptions. The largest source of State subvention revenue is derived from the motor vehicle in-lieu subvention. A special license fee equivalent to 2% of the market value of motor vehicle is collected annually. Of this assessment, 81.25% is divided equally between cities and counties and apportioned on the basis of population. The remaining 18.75% of this fee is distributed to certain cities that lost limited taxing authority when it was abolished by the State in 1978, with any remaining amounts apportioned to the counties. The FY 2001-2002 estimate for this revenue source is \$4,500,000, a 5.8% decrease from the prior year budget. That amount is expected to remain constant in FY 2002-2003.

In addition, the State budget for FY 1998-1999 included both a 25% cut in automobile registration fees and corresponding replacement State subvention revenue such that the effect of the car tax cut on the City has been neutral. In 2001, the State general fund replacement revenue represents about 67.5% of the City's revenue from this source.

Charges for Services

Service charges or fees are imposed on the user of certain services provided by the City, under the rationale that benefiting parties should pay for all or part of the cost of that service rather than the general public. Examples include planning-related services such as design review, environmental impact review, plan check fees and variance applications; engineering services such as grading plan check, street plan check and soils reporting; building services related to construction plan check; and park and recreation fees. Total revenue estimated for FY 2001-2002 is \$1,258,420, which represents an 18% decrease from FY 2000-2001. The primary reason is declining development revenue, although a 32% increase in recreation center and tennis fee levels is planned during FY 2001-2002. FY 2002-2003 revenue is estimated to be \$1,300,420, an increase of \$15,000 from the prior year representing

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a full year of the planned recreation center and tennis fee increases.

Fines and Forfeitures

Fines and penalties are imposed for vehicle and parking violations occurring within the City limits as well as infractions of local ordinances. FY 2001-2002 revenues are expected to increase to \$689,100, representing a 7% increase from the prior year budget. A modest 2% increase is projected for FY 2002-2003, to \$704,200. Revenue from this source has increased in recent years as a result of increases to the City's contract with the Orange County Sheriff for additional enforcement staffing.

Use of Money and Property

Interest earnings make up the largest portion of this category with anticipated revenue budgeted at \$868,000 for FY 2001-2002, a 24% increase from the prior year projections. Actual receipts in FY 2001-2002 were higher than budget projections due to greater than expected fund balances and favorable interest rates locked in before rates began their downward spiral. An 8% decrease is projected for FY 2002-2003, for a revenue estimate of \$794,000. The decrease is due to declining excess funds available for investment and dropping interest rates. Also included in this category is rent and concession payments earned on City-owned property. Estimates from this source are expected to be \$203,000 for FY 2001-2002 and \$213,600 in FY 2002-2003. This revenue source increased from a budget of \$99,100 in FY 2000-2001 to current projections due to lease revenue from Saddleback Valley Unified School District for ball field lighting at Trabuco Hills High School, sports field lighting revenue at other locations, non-resident fees for athletic field use, and projected rent revenue from the new Thomas R. Potocki Conference Center.

Other Revenue

Projected revenue from other revenue sources is expected to drop by almost 90% due primarily to budgeted reimbursements from bond proceeds of \$1.2 million during FY 2000-2001. For FY 2001-2002, a total of \$379,814 is projected. \$309,889 is projected for FY 2002-2003. The largest items in this category include payments from the Lake Mission Viejo Association to pay for their share of the Lakeside Promenade improvements, contributions from the Shops at Mission Viejo property owner Simon Property Group made pursuant to a development agreement, and reimbursements from the Nadadores Swim Team for a portion of utility costs at the Marguerite Aquatics Complex.

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Computers/Equipment/Furnishings/Vehicles (CEFV) Replacement Fund

This fund, formerly known as the General Fixed Asset Replacement (GFAR) Reserve, is used to account for the accumulation of resources and expenditures for the replacement of computers, equipment, furnishings and vehicles. Contribution levels for the CEFV Replacement Fund are based on a 100% rate of accumulated depreciation of the current inventory.

Pursuant to City Council action, a proportionate share of interest earnings from the General Fund is allocated to this reserve fund. Interest earnings based on projected fund balances are estimated to be \$75,942 in FY 2001-2002 and \$63,199 in FY 2002-2003. The remainder of the necessary funding for this comes from operating transfers from the General Fund.

Facility Rehabilitation and Replacement Fund

This fund, established in the 1999-2001 budget cycle, is used to account for the accumulation of resources and expenditures for the rehabilitation and replacement of existing City facilities. The funding level for this fund is 60%.

A proportionate share of interest earnings from the General Fund is allocated to this reserve fund. Interest earnings based on projected fund balances are estimated to be \$120,800 in FY 2001-2002 and \$101,585 in FY 2002-2003. The remainder of the necessary funding for this fund comes from operating transfers from the General Fund.

Library Fund

The Library Fund is used to account for the receipt and expenditure thereof of funds restricted for library purposes only. In FY 2001-2002, \$1,810,826 in Library Fund revenue is expected, a 12% increase over FY 2000-2001 budget with several revenue sources enjoying significant increases. FY 2001-2002 revenues include \$1,295,700 in property tax revenue (up 5% over prior year budget), \$163,226 in State funding, \$95,000 in Library fines (up 28%), \$51,000 from the Mission Viejo Community Development Agency pursuant to a tax sharing agreement (up 82%), and \$103,400 from a variety of other revenue sources. Library Fund revenues are expected to grow by four percent in FY 2002-2003 to \$1,885,711.

Supplemental Law Enforcement Services Fund (SLESEF)

The Citizens' Option for Public Safety (COPS) program was established in FY 1996-1997. This is a State-funded program requiring annual appropriation by the

The first priority is to ensure that the information is accurate and reliable. This is done by conducting a thorough review of the information and verifying its source. Once the information is verified, it is then used to develop a plan of action. This plan is then implemented and the results are monitored.

The second priority is to ensure that the information is timely. This is done by establishing a schedule for the collection and analysis of information. This schedule is then followed and the results are reported in a timely manner.

3.00 INFORMATION MANAGEMENT

The third priority is to ensure that the information is secure. This is done by implementing a system of controls to protect the information from unauthorized access, use, or disclosure.

The fourth priority is to ensure that the information is accessible. This is done by establishing a system of controls to ensure that the information is available to those who need it.

4.00 CONCLUSION

The fifth priority is to ensure that the information is effective. This is done by establishing a system of controls to ensure that the information is used to make decisions and take action.

5.00 REFERENCES

The sixth priority is to ensure that the information is cost-effective. This is done by establishing a system of controls to ensure that the information is collected and analyzed in a cost-effective manner.

State Legislature for continued funding. The COPS program provides supplemental funding to local jurisdictions for front-line municipal police services. The allocation for FY 2001-2002 and FY 2002-2003 is expected to be \$200,000 annually.

Local Law Enforcement Block Grant Fund

The Federal FY 1998 Omnibus Appropriations Act authorized the Department of Justice to make funds available to local governments under the Local Law Enforcement Block Grants (LLEBG) Program for the purposes of reducing crime and improving public safety. The program requires ten percent matching funds from the local agency and that the funds be deposited into a separate interest bearing trust fund. The FY 2000-2001 budget of \$86,778 represented two years' allocation. An allocation of \$38,351 is projected for FY 2001-2002, and \$42,000 is projected for FY 2002-2003.

OCTA Fund Exchange Fund

The City of Mission Viejo and other local jurisdictions, including the Orange County Transportation Authority (OCTA), entered into an agreement supporting legislation to finance an acceptable plan of adjustment in the 1994 Orange County bankruptcy case. State legislation provided for a shift of OCTA sales tax revenue to the County of Orange and of fuel tax revenue to OCTA from the County of Orange. This agreement also asked cities to exchange General Fund appropriations (earmarked for Measure M eligible transportation projects) for OCTA fuel tax revenues as part of the cooperative effort. The OCTA Fund Exchange Fund represents Mission Viejo's participation in this agreement. The City's exchange amount for both FY 2001-2002 and FY 2002-2003 is estimated at \$1,356,120.

Gas Tax Fund

The State of California assesses a tax on gasoline purchases as authorized by Sections 2105, 2106, 2107, and 2107.5 of the California Streets and Highways Code. A portion of this tax is allocated to the City based on a formula established by law. These funds are earmarked for maintenance, rehabilitation or improvement of public streets. The estimate for this revenue source is \$1,710,000 for both FY 2001-2002 and FY 2002-2003, a 3% decrease from the FY 2000-2001 budget, plus \$100,000 in related investment earnings in each year. The City receives a flat amount of \$7,500 annually from Section 2107.5 Gas Tax revenue based on population. The Section 2107.5 amount is restricted for engineering costs related to street improvements.

Transportation Funds

State, Orange County Transportation Authority (OCTA), and County funding are available for the construction and improvement of major streets. The City receives an apportionment of Measure M money and also competes with other Orange County cities based on an application process for specific projects. The City anticipates receiving \$1,078,262 and \$1,135,987 in Measure M local apportionment during FY 2001-2002 and FY 2002-2003, respectively. Another \$735,000 in other Measure M funding is budgeted during FY 2001-2002 and \$34,000 in FY 2002-2003. Projections from the Federal Regional Surface Transportation Program are \$277,946 in FY 2001-2002, and \$234,855 in FY 2002-2003. The Arterial Highway Resurfacing Program represents additional Federal funding for transportation; \$555,672 is projected for FY 2001-2002 from this source and another \$61,881 is expected in FY 2002-2003. State Assembly Bill 2928 approved during the 2000 session of the Legislature established the Transportation Congestion Relief Fund (TCRF) to provide funding for street and road maintenance (as opposed to expanding the roadway capacity). An initial allocation of \$701,832 was received during FY 2000-2001 to be followed by four annual payments of one-quarter that amount or approximately \$175,000 each year for four years. Total projected transportation funding in FY 2001-2002 is \$2,821,880 and \$1,641,723 in FY 2002-2003.

Air Quality Improvement Fund

Assembly Bill 2766 from the 1990 State legislative session authorized a fee on motor vehicle registrations to fund programs to reduce air pollution from mobile sources such as cars, trucks and buses. The South Coast Air Quality Management District (SCAQMD) administers the program, which distributes money based on population as well as for specific requests. The FY 2001-2002 budget of \$100,000 represents Mission Viejo's per capita share. The City's per capita share is expected to remain constant in FY 2002-2003.

Community Development Block Grant (CDBG) Fund

In July 2000, the City became an entitlement city and applies directly to the U.S. Department of Housing and Urban Development (HUD) for its CDBG funding. The primary objective of the CDBG program is the development of viable urban communities, by providing decent housing and suitable living environment and expanding economic opportunities, principally for persons of low and moderate income. The City's CDBG funding allocation is projected to be \$541,000, in FY 2001-2002, a six percent increase from the prior year. The City's allocation is based on a complex formula using ratios of population, poverty, age of housing stock, housing overcrowding and amount of growth.

Animal Services Fund

This fund is used to account for the City's animal services operations. The City provides animal licensing, field patrol and shelter services to the City of Laguna Niguel under contract to that City and shares the total costs of the program, net of total program revenues, with that city on a basis proportionate to population. FY 2001-2002 revenue into this fund will include an estimated \$220,700 in licenses and permits, \$105,150 in fees and charges, an intergovernmental service charge from the City of Laguna Niguel for services provided in the amount of \$206,453, and \$10,000 in fines for total revenues of \$542,303. This represents a slightly less than 4% increase from the FY 2000-2001 budget. The intergovernmental service charge from the City of Laguna Niguel will increase to \$209,118 during FY 2002-2003 resulting in total revenue of \$544,968. The General Fund subsidy in FY 2001-2002 will be \$346,850, a 2% increase from prior year budget, and will increase to \$350,848 in FY 2002-2003.

Other Funds

The Senior Center Operating Fund receives the revenue collected from the operation of the Norman P. Murray Community and Senior Center. These funds are restricted, based on requirements in the funding for building the center, to be used only to fund Senior Center activities. Total revenues are expected to be \$33,600, a 39% increase from prior year budget, in each fiscal year. The increase is in line with Senior Center actual receipts that are surpassing FY 2000-2001 budget projections.

The Used Oil Recycling Block Grant is part of the State's Integrated Waste Management Board Household Hazardous Waste (HHW) and Used Oil Program which develops and promotes alternatives to the illegal disposal of household hazardous waste and used oil for the protection of California's environment and the health of its inhabitants. Major goals of the program are to provide the public with convenient collection locations for used oil and other types of HHW and to increase the demand for new products made from oil and HHW. The Household Hazardous Waste and Used Oil Program administers a program to provide opportunities for the recycling of used oil. As part of this program, the Board issues block grants to help local governments establish or enhance permanent, sustainable used oil recycling programs. The block grant is noncompetitive and provides funds to establish and maintain used oil and filter collection programs. Grants are calculated at approximately 32 cents per capita using the State's Department of Finance population statistics. Mission Viejo has been awarded \$33,473 for FY 2001-2002 and that same amount is expected in FY 2002-2003.

The first of these is the fact that the 1990-1991 season was a very dry one. This was due to a combination of factors, including a late start to the season and a lack of rain during the summer months. The second factor was the fact that the 1990-1991 season was a very hot one. This was due to a combination of factors, including a late start to the season and a lack of rain during the summer months. The third factor was the fact that the 1990-1991 season was a very dry one. This was due to a combination of factors, including a late start to the season and a lack of rain during the summer months.

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The 1991-1992 season was a very dry one. This was due to a combination of factors, including a late start to the season and a lack of rain during the summer months. The second factor was the fact that the 1991-1992 season was a very hot one. This was due to a combination of factors, including a late start to the season and a lack of rain during the summer months. The third factor was the fact that the 1991-1992 season was a very dry one. This was due to a combination of factors, including a late start to the season and a lack of rain during the summer months.

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Mission Viejo Television (MVTV) Fund revenue estimates consist primarily of the one-half of one-percent (.05%) part of the Cable TV franchise fee which is used to provide public, educational and governmental (PEG) access to cable television programming. The City retains this funding and, in a joint effort with Saddleback Valley Unified School District, provides such programming. For FY 2001-2002, MVTV projected revenue is \$108,300, a 19% increase over prior year budget, and for FY 2002-2003 that amount is \$111,200. Budget projections for the next two fiscal years are in line with FY 2000-2001 actual receipts.

Mission Viejo Mall Parking Lease Fund: As discussed earlier in the Sales Tax section, the City and the Agency have formed the Mission Viejo Community Development Financing Authority (the "Authority"), a joint exercise of powers authority, for the purpose of issuing bonds to fund certain public improvements at the Mission Viejo Mall. Debt service on the bonds will be partially paid from available mall sales tax revenue which is defined as an amount limited to 50% of annual sales tax revenue generated by the renovated mall, subject to the City receiving at least \$1.5 million. This fund accounts for the receipt of the portions of mall sales tax available to pay debt service on the mall bonds, and the disbursement thereof to the Authority's bond trustee. In FY 2001-2002, \$1,427,532 is expected from this source and \$1,559,565 is expected in FY 2002-2003. Projections are based on consultant-developed projections related to Mall bond debt service, of 4.84% growth in retail sales tax activity at the Shops in each of calendar years 2001 and 2002.

ECONOMIC DEVELOPMENT ELEMENT GOALS AND POLICIES

The goals and policies of this element address highly tangible fiscal requirements for the community plus other less tangible, but equally important, economic and social needs. All aspects of the stated economic objectives may not be mutually consistent. For instance, maximizing fiscally efficient land use developments (hotel, highway commercial, restaurants, etc.) may hamstring the City's ability to achieve a greater balance of viable local employment opportunities for residents (administrators, engineers, accountants, etc.). Likewise, the City must maintain and provide for sound fiscal operations over the long run or jeopardize the loss of many valid community services and benefits as a result of imprudent fiscal planning. Consequently, diverse development and lifestyle objectives of the community must be balanced so that the overall economic objective is realized. The following goals and policies focus on achieving and maintaining a fiscally stable economic base, planning for modernization and improvement to the City's infrastructure and public facilities, and enhancing employment, educational, and business opportunities in the community.

FISCAL STRENGTH AND STABILITY

The City's ability to provide the community with a quality level of public services hinges on its ability to maintain strong fiscal operations, secure State and Federal funds for qualifying programs, and use all available resources wisely and efficiently. The general fund operating budget represents a primary funding source for all public services. It is also the funding source most directly affected by local policy decisions involving administration, planning, and development. In effect, the City's fiscal strength and stability over the long run will be greatly influenced by land use and development decision of the past and present. For these reasons, the following goal and policies are established:

GOAL 1: Provide for the long-term fiscal stability of the community.

Policy 1.1: Maintain a stable revenue base that is promoted by a diversified economic base (diversity yields stability).

Policy 1.2: Adopt a balanced budget.

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The first and foremost of the various problems which arise in the study of the theory of the alphabet is the problem of the ordering of the letters. This problem is of great importance in the study of the alphabet, and it is one of the most important problems in the theory of the alphabet. The problem of the ordering of the letters is a problem which has been studied for many years, and it is one of the most important problems in the theory of the alphabet. The problem of the ordering of the letters is a problem which has been studied for many years, and it is one of the most important problems in the theory of the alphabet. The problem of the ordering of the letters is a problem which has been studied for many years, and it is one of the most important problems in the theory of the alphabet.

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Policy 1.3: Maintain a balance between pay-as-you-go financing and debt financing for capital projects.

Policy 1.4: Maintain prudent levels of reserves.

Policy 1.5: Consider fiscal benefits of large-scale development projects or other projects that include a major change in land use type.

Policy 1.6: Periodically review policies and continue to prepare financial reports to serve as a guide for planning and administration of the City's financial resources including, but not limited to, Management and Budget Policies, Investment Policies, long-range Master Financial Plan, the budget document, and the Comprehensive Annual Financial Report.

Policy 1.7: Continue to periodically conduct comprehensive updates to the City's fee schedules.

MODERNIZATION AND IMPROVEMENT TO INFRASTRUCTURE AND PUBLIC FACILITIES

Much of the City's public right-of-way, utilities, community facilities, and housing stock are aging. All were built to capture a market that desired very high quality residential living at low density. The costs of maintenance and repairs are increasing. The costs of major rehabilitation and replacement will be arriving with even great fiscal impacts in the next decade. The community will be faced with a need for a consistent and sophisticated public works financing strategy. For these reasons, the following goal and policies are established:

GOAL 2: Plan for modernization and improvement to the City's infrastructure and public facilities.

Policy 2.1: Develop and maintain public facilities, infrastructure, and fiber optic network to encourage business recruitment, support future demand, and ensure an adequate supply.

Policy 2.2: Achieve sustainable economic development by limiting growth to that which is compatible with the carrying capacity of the environment and the service infrastructure.

Figure 1. A schematic diagram of the proposed system architecture.

Figure 2. The proposed system architecture.

Figure 3. The proposed system architecture.

Figure 4. The proposed system architecture.

Figure 5. The proposed system architecture.

Figure 6. The proposed system architecture.

Figure 7. The proposed system architecture.

Figure 8. The proposed system architecture.

Figure 9. The proposed system architecture.

Figure 10. The proposed system architecture.

Policy 2.3: Explore additional traditional and nontraditional funding sources that can be used for necessary rehabilitation, improvement, and replacement to the City's infrastructure and public facilities.

Policy 2.4: Continue to prepare updates to the Seven-Year Public Works Capital Improvement Program to be utilized as a long-range planning tool in identifying future capital improvement projects that will improve the performance of the City's transportation system.

Policy 2.5: Continue to plan for and periodically update the City's Facility Rehabilitation and Replacement Fund.

ENHANCING EMPLOYMENT, EDUCATIONAL, AND BUSINESS OPPORTUNITIES

The quality of life for residents of any community not only depends on the physical setting and social amenities afforded to individuals and families while at home, but also on the convenience and availability of adequate job opportunities to support their home lifestyle. Although the long and tiresome work commute has become more and more prevalent throughout Southern California and other metropolitan economies, increased traffic congestion, time lost en route, and associated daily stress undermine the positive benefits of a quality physical home style environment for many working residents of the community. Increasing the availability of local employment opportunities consistent with local labor skills affords residents with realistic alternatives to enhance their quality of life within the community. Likewise, increased business investment can enhance the local economic base and breadth of land use activities available to support fiscal operating requirements of the City. For these reasons, the following goal and policies are established:

GOAL 3: Enhance employment, educational, and business opportunities in the community.

Policy 3.1: Encourage long-term partnerships between the City, businesses, business organizations and the educational, arts, and environmental communities.

Policy 3.2: Develop a business retention and recruitment program including permit assistance and other incentives, especially for those businesses that offer important public benefits and make significant contributions to the local economy.

Policy 3.3: Enhance recruitment and retention factors that attract employees such as ambiance, educational, cultural, recreational, and environmental resources.

Figure 1.1: A diagram illustrating the relationship between the different components of the system. The diagram shows a central box labeled "System" with arrows pointing to it from boxes labeled "Input" and "Output".

Figure 1.2: A diagram illustrating the relationship between the different components of the system. The diagram shows a central box labeled "System" with arrows pointing to it from boxes labeled "Input" and "Output".

Figure 1.3: A diagram illustrating the relationship between the different components of the system. The diagram shows a central box labeled "System" with arrows pointing to it from boxes labeled "Input" and "Output".

Figure 1.4: A diagram illustrating the relationship between the different components of the system. The diagram shows a central box labeled "System" with arrows pointing to it from boxes labeled "Input" and "Output".

Figure 1.5: A diagram illustrating the relationship between the different components of the system. The diagram shows a central box labeled "System" with arrows pointing to it from boxes labeled "Input" and "Output".

Figure 1.6: A diagram illustrating the relationship between the different components of the system. The diagram shows a central box labeled "System" with arrows pointing to it from boxes labeled "Input" and "Output".

Figure 1.7: A diagram illustrating the relationship between the different components of the system. The diagram shows a central box labeled "System" with arrows pointing to it from boxes labeled "Input" and "Output".

Figure 1.8: A diagram illustrating the relationship between the different components of the system. The diagram shows a central box labeled "System" with arrows pointing to it from boxes labeled "Input" and "Output".

Figure 1.9: A diagram illustrating the relationship between the different components of the system. The diagram shows a central box labeled "System" with arrows pointing to it from boxes labeled "Input" and "Output".

Policy 3.4: Support job evolution and development strategies that promote the City as a desired location for small businesses, for technical training, and for oncoming types of commerce and industry that rely upon the rapidly exploding goods and services markets supported by electronic communication.

Policy 3.5: Support frameworks for small businesses, entrepreneurs, and office-at-home enterprises through technical assistance, venture capital, and business services.

Policy 3.6: Encourage mutually reinforcing businesses to locate near one another.

Policy 3.7: Promote cultural amenities and facilitate community-based events.

Policy 3.8: Coordinate local programs with regional programs for economic development.

Policy 3.9: Provide opportunities for low and moderate income families and individuals.

Policy 3.10: Implement and periodically update the City's Economic Development Strategy plan.

Policy 3.11: Continue support and partnership with the Mission Viejo Chamber of Commerce to attract, promote, and encourage economic development in the City.

Policy 3.12: Continue to reinforce the City's existing strengths of being a major hub for retail commercial, health care, and public education facilities in the South Orange County region.

RELATED GOALS AND POLICES

The goals and policies contained in other elements of the City's General Plan are also important in addressing economic development issues. The Land Use Element provides the commercial, business park and office-professional land use designations that define geographic locations where economic development will occur. City services, which can be enhanced by economic development, are described in the Circulation and Public Facilities Elements. Table ED-1 identifies the policies within this Element and how these policies relate to the other elements within the General Plan.

1. The first step in the process of developing a business plan is to conduct a market analysis. This involves researching the industry, identifying potential customers, and understanding the competitive landscape. A thorough market analysis provides valuable insights into the viability of the business idea and helps to shape the overall strategy.

2. Once the market analysis is complete, the next step is to develop a business model. This involves determining how the business will generate revenue and what resources are required to operate. A clear business model is essential for attracting investors and securing financing.

3. The third step is to create a financial plan. This includes projecting the company's income, expenses, and cash flow over a period of time. A detailed financial plan demonstrates the financial feasibility of the business and provides a basis for budgeting and financial management.

4. The fourth step is to develop a marketing and sales strategy. This involves identifying the target market, selecting appropriate marketing channels, and establishing a sales process. A well-defined marketing and sales strategy is crucial for reaching potential customers and driving revenue.

5. The fifth and final step is to write the business plan. This involves synthesizing all the information gathered in the previous steps into a coherent and compelling document. A well-written business plan serves as a roadmap for the business and is a key tool for communicating the business's vision and goals to stakeholders.

6. After the business plan is completed, it is important to regularly review and update it. The business environment is constantly changing, and new opportunities and challenges may arise. Regular reviews ensure that the business plan remains relevant and effective in guiding the company's operations.

7. In addition to the business plan, it is also important to develop other key documents, such as a pitch deck, financial statements, and legal agreements. These documents provide additional information and support the business plan, helping to build confidence and trust among investors and other stakeholders.

8. Finally, it is essential to have a clear understanding of the company's mission, vision, and values. These guiding principles shape the company's culture and inform all business decisions. A strong mission and vision statement provides a sense of purpose and direction for the organization.

9. The business plan is a living document that evolves as the business grows and changes. It is important to stay flexible and adaptable, making adjustments as needed to respond to new market conditions and opportunities. A well-developed business plan is a critical tool for achieving long-term success and sustainable growth.

CONCLUSION

The business plan is a foundational document for any entrepreneur. It provides a clear and concise overview of the business, its goals, and its financial projections. By following the steps outlined in this document, entrepreneurs can develop a comprehensive business plan that serves as a roadmap for their business's future. A well-crafted business plan not only helps to clarify the entrepreneur's vision but also provides a powerful tool for securing financing and attracting investors. In the competitive world of business, a solid business plan is essential for long-term success and growth.

**TABLE ED-1
ECONOMIC DEVELOPMENT POLICIES BY ELEMENT**

ISSUE AREA	POLICIES BY ELEMENT							
	Land Use	Housing	Circulation	Conservation/ Open Space	Public Safety	Noise	Public Facilities	Growth Managemt.
Provide for the long-term fiscal stability of the community	1.1-1.3, 2.8	4.1	1.13	5.1-5.5	4.3-4.4		1.1-1.3, 4.1, 5.1-5.6	2.1
Plan for modernization and improvement to the City's infrastructure and public facilities	1.1-1.3, 2.1-2.9	4.1	1.1-1.3, 1.7				6.1-6.3, 7.1-7.4	2.1-2.3
Enhance employment, educational, and business opportunities in the community	1.1-1.3, 2.10-2.13, 2.16	1.2, 1.4, 1.5, 3.5-3.7	1.10-1.17, 2.1-2.5, 3.1-3.8, 4.1-4.7, 7.1-7.3		4.1-4.2	2.1-2.4	3.1-3.3	3.1

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